

## Using Skills for Care Strategy and SCIE resources to improve management development – Inspiring People Management

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Where: Hyatt Regency - Birmingham

Workshop Lead - Linda Crawford, Learning and Development Manager, Tower Hamlets

Notes - Vicky Allen

### **Morning**

National Occupational Standards for Management and Leadership – to be used in PQ Framework

Dedicated management training officer in Tower Hamlets – funded using National Training Strategy (NTS) budget

Tower Hamlets delivering management training programme to providers of learning disability services (using NTS budget)

Local authorities should take responsibility for providing management development and training opportunities for those service providers that are commissioned by the local authority to ensure that the service and those providing/ managing it meet the required standards and requirements

Buy-in from senior managers is important - Tower Hamlets have developed a Management and Leadership Strategy and Programme – this has been presented in simple report format to Senior Management Team for their agreement

Tower Hamlets have struggled to get Learning Sets off the ground – time commitments being the biggest factor

Tower Hamlets have worked to ensure increased access to accredited training for managers - In-house courses are not currently accredited – but they are working to achieve this (where appropriate). Also looking to get SCIE's Leading practice accredited with ILM

SCIE's Learning Organisations resource being used in team and manger away days

Aiming Higher Programme – aimed at:

- Those staff who have qualified (2 years post-qualification) from the Positive Action Scheme
- Women
- BME staff on Scale PO1 and below

Group Discussion (checklist of what happening/ not happening in own organisations) - key points:

- Many organisations have loose arrangements in place for management development but need a more formal structure/programme
- Key = ownership of any programme/ structure – on an individual and organisation level
- Important to have a 'champion' at senior management level
- Issue/ problem – getting managers released to attend training/ development events, courses etc. Examples to help overcome:
  - Tower Hamlets – 90 minute briefing sessions (some over breakfast)
  - Leicestershire – audio learning and briefing cards (listen to cd's in the car on way to meetings, or on headphones at the desk)
- Managers have got to want to develop themselves – important to win them over and sell a programme to them as individuals (as they often focus on the development and training of their own staff and forget their own development)
- Need balance between generic and national management development and training with a focus on the local issues and impacts on management. However, need to be conscious of in-house training that concentrates on best practice locally becomes incestuous and avoids best practice and learning opportunities on a wider scale (e.g nationally)

MBA – sometimes seen as more appropriate for support staff

Management Development programmes do need to reflect work areas and roles and responsibilities associated with these work areas

Modular Development Programme for private/ voluntary sector placement providers – help to increase number of social work placements available; providers can access the whole programme or particular modules

Tower Hamlets CPD folders – currently for managers but looking to roll out for home care staff and registered social workers

## **Afternoon**

Issue – relevance to Wales as the Skills for Care Management and Leadership Strategy does not apply in Wales and there is not an equivalent strategy that is as prescriptive as this in Wales (only really have the Care Council for Wales Qualifications Framework)

Skills for Care have a tool for evaluating manager development

Person specifications – are an opportunity to set out requirement for management development and training e.g. you must have completed.....or you must be working towards completing.....

Legislation briefings – good source of information provision for managers (and helps their development)

Skills for Care – have an information pack on how to use/ implement the National Occupational Standards for Management and Leadership

Every manager should have a copy of the National Occupational Standards for Management and Leadership

Managers need to be aware of their own learning style so that they can develop themselves (as well as developing their staff)

Group Discussion (checklist of what happening/ not happening in own organisations) - key points:

- Sefton – have their own in-house development programme with a dedicated budget and dedicated training programme – but there is a need to do more work on leadership training and development
- Budget constraints in small organisations are a big obstacle – reliance on managers taking responsibility for their own development themselves
- One-size fits all programme doesn't always work – especially where they are delivered on a corporate level as there are specific management issues within social care. A programme also needs to be specific so that social care providers can access, and benefit, from it
- Issue – management and leadership being synonymous – there is a difference between the two and there possibly isn't enough focus on leadership
- Need for generic management training and development alongside more sector specific training and development

Social Work Degree success is dependent on good quality social work placements

Sheffield has a 2 day introductory course to practice learning and providing placements (used by Tower Hamlets in the Modular Programme)

Skills for Care – set out Supervision Competencies – these have been used to help inform Tower Hamlet's Supervision Guide for all staff.